

Workplace Safety and Insurance Board

Five Year Strategic Plan

2008 – 2012

ROAD TO
ZERO

WSIB
ONTARIO
CSPAAT



ROAD TO
ZERO

• ZERO FATALITIES • ZERO INJURIES
• ZERO ILLNESSES •

WSIB
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Workplace Safety and Insurance Board

The Road to Zero

THE NEXT PHASE OF THE JOURNEY

In 2006, the Workplace Safety and Insurance Board (WSIB) released the 2006 – 2010 Five Year Strategic Plan entitled *The Road Ahead*. The plan firmly established the WSIB's Vision, Mission and **Five Fundamentals: Health and Safety, Return to Work, Service Excellence, Financial Sustainability and Organizational Excellence**.

The Road Ahead was a foundational plan – giving WSIB staff, our partners and stakeholders a strong sense of direction, while outlining the rationale for change and a strong commitment to the elimination of all injuries and illnesses in Ontario.

There has been much progress in the two years following the release of *The Road Ahead* in reducing injuries, improving and enhancing the WSIB's programs and services, implementing enhancements to benefits, developing policies that reflect the changing needs of Ontario's employers and workers and building a strong financial framework to address the elimination of the Unfunded Liability.

While the results have been promising, marked with significant milestones, there is still much work yet to be done. While lost-time injury statistics have decreased, other indicators of progress such as fatalities have not sustained initial improvements and increasingly, workers in Ontario who suffer injuries are not returning to work in an early, safe and sustainable fashion.

As we move forward, *The Road to Zero* (2008 – 2012) represents our ongoing commitment to the elimination of all fatalities, injuries and illnesses in Ontario. With this focus, the WSIB will continue to demonstrate a concerted effort to ensure quality and timely health care, fair and equitable compensation and early, safe and sustainable return to work.

Building on the established strategic direction, this plan outlines a renewed course of action to lead Ontario in an accelerated drive to zero. As part of this renewal, we have transitioned from five Business Fundamentals to four. Return to Work remains a priority for the WSIB, and we believe this Fundamental plays a critical role as part of a broader commitment to Service Excellence. Our commitment to Service Excellence is demonstrated by developing and delivering programs and services that meet the needs of Ontario's workers and workplaces.

We will work with our stakeholders and our current partners while reaching out to new partners to redouble our prevention and return to work efforts. As an organization this next phase moves us from planning to the implementation of key strategic initiatives to help us achieve the goal of zero and instill in all Ontarians a clear understanding and belief that **there really are no accidents.**

Hon. Steven W. Mahoney, P.C.

Chair
September 2007

Jill Hutcheon

President & CEO
September 2007

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Vision and Mission

OUR VISION:

The elimination of all workplace fatalities, injuries, and illnesses.

OUR MISSION:

The mission of the WSIB is to lead, prevent and preserve.

- **Lead** and partner with others in the creation of healthy and safe workplaces.
- **Prevent** and respond to fatalities, injuries and illnesses and measurably lessen their impacts on workers, their families and workplaces of Ontario when they do occur.
- **Preserve** a strong and sustainable workplace safety and insurance system that will continue to serve the people of Ontario.

The WSIB **values** and **respects** the contributions of its employees and **commits** to ensuring their professional development, health, safety and wellness.

Principles and Values

The WSIB's role is to lead by example. Our actions – whether as a partner, an employer, or in the fulfillment of our mandate as a public sector organization – are guided by the following:

OUR PRINCIPLES:

- **Respect** for the workers and employers of Ontario
- **Fairness** and **equity**
- **Openness** and **transparency** in our dealings and processes
- **Cooperation** and **collaboration**
- **Responsible** stewardship and governance

OUR VALUES:

Leadership The WSIB will actively promote the development of innovative solutions and responses in the areas of prevention, health care, compensation and return to work (RTW) with our system partners.

Excellence We will continually seek to improve and enhance our effectiveness and efficiency as an organization and as individuals. We will rigorously and openly evaluate ourselves against benchmarks and evidenced-based best practices.

Accountability As a high quality public sector organization, we are committed to responsible stewardship and governance. We will focus on clearly defined performance outcomes and measures within a modern and effective management structure.

Dedication We are committed to fulfilling the WSIB's mission with integrity, respect and compassion. As an organization, and as individuals, we will continuously strive for organizational excellence. We will make a significant difference by concentrating on improving specific workplace health and safety programs and initiatives. We will lead by example on *The Road to Zero*.



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Business Fundamentals

Integral to the WSIB's Vision and Mission, the following **four key Business Fundamentals** are firmly embedded across the organization and are the foundation for *The Road to Zero*:

HEALTH AND SAFETY

We will lead and partner in the creation of the healthiest and safest workplaces in the world – where zero fatalities, injuries and illnesses are the only acceptable measures of success for all Ontarians.

SERVICE EXCELLENCE

The WSIB will strive towards service excellence, building on our organizational strengths and accomplishments. The development and delivery of programs and services in response to fatalities, injuries and illnesses will effectively encourage and support workers, employers and all Ontarians to achieve healthy and safe workplaces.

We will deliver service that is coordinated, responsive and accessible, linking employers and workers to the programs, services and information they need.

Our ultimate goal is to improve return to work and health recovery outcomes and provide fair and timely compensation.

FINANCIAL SUSTAINABILITY

We are committed to ensuring the long-term viability of the workplace safety and insurance system, and to ensuring its financial resources are dedicated to improving the well-being of workers and employers throughout Ontario.

ORGANIZATIONAL EXCELLENCE

We will strengthen our existing infrastructure. With the right people, management practices, business processes, tools and technology, we will effect change and reach our shared *Road to Zero* goal.



health
safety

The **First** Fundamental **Health and Safety**

FIVE YEAR STRATEGIC DIRECTION:

Ontario will accelerate its drive to zero workplace fatalities, injuries, and illnesses. The WSIB will demonstrate leadership in building strong and sustainable partnerships to raise awareness that workplace fatalities, injuries and illnesses are completely unacceptable and preventable. We will provide the knowledge and tools necessary to support workplaces in becoming fatality- injury- and illness-free, to ensure province- and system-wide success.

1. Innovative Prevention Strategy

The WSIB will lead a collaborative effort among health and safety system partners to develop a system-wide strategy and approach to the identification, prioritization, and delivery of the services necessary to achieve a significant reduction in workplace fatalities, injuries and illnesses in Ontario over the next five years.

1.1 Initiative: Develop an innovative prevention strategy to be proposed and discussed with health and safety partners in a collaborative effort to reach a shared strategic approach for the next five years. Communicate and share the proposed strategy with stakeholders and the broader public to build a shared vision for prevention in Ontario.

2. Collaborative Prevention Partnership Model

The WSIB will lead a review of the current roles and responsibilities of, and interactions between, the WSIB and its prevention partners to ensure greater alignment and to optimize use of the capabilities, skills, and resources of the system partners.

2.1 Initiative: Continue to review and build with the Health and Safety Associations strong governance models, with enhanced clarity of roles and accountabilities, that will support and align our efforts to the new Prevention Strategy.

2.2 Initiative: Strengthen core partnerships while building strategic partnerships with other provincial, national and international jurisdictions to share best practices and devise innovative responses to targeted issues.

3. Identify and Target Prevention Priorities

To accelerate progress on *The Road to Zero*, partners across the health and safety system must be focused on the issues that cause the most fatalities, injuries and illnesses and on the programs that do the most to prevent them.

3.1 Initiative: Develop and implement a comprehensive model for identifying and targeting for action those workplace conditions, practices and hazards that pose the greatest risk to Ontario workers, based on injury and illness data and information. In support of this approach, the WSIB will enhance our capability to measure and evaluate its health and safety programs to ensure they are effective in achieving results.

3.2 Initiative: Use performance metrics to instill an evidence-based, priority-focused approach. This approach will drive best business practices to achieve injury reductions.

3.3 Initiative: Deliver business intelligence to enable better decisions for prevention research, programs and services.

4. Recognize and Reward Superior Workplace Behaviour

The WSIB will review its current set of incentive programs to ensure that together they provide effective motivation to develop and maintain healthy and safe workplaces, and share best practices with other workplaces.

4.1 Initiative: Establish an accreditation program that provides incentives and certification to employers or organizations with superior health and safety programs and performance, and that encourages others to achieve similar results.

4.2 Initiative: Establish consultative relationships with industry leaders and employers. Engage Chief Executive Officer (CEO) champions for health and safety.

4.3 Initiative: Using evidence-based decision making, target enforcement activities to ensure compliance.

5. Increase Awareness/Cultural Shift

Throughout the five years of this plan, the WSIB will focus on enhancing and expanding its social marketing initiatives. These initiatives are part of our ongoing effort to create a habit of safety by driving a transformation in health and safety values and behaviours throughout society.

5.1 Initiative: Provide year round targeted messages. Using the four levers – Municipalities, Small Business, Multiculturalism and CEOs – develop strategic partnerships and alliances at the grassroots level across the province to put in place the necessary information, programs and tools to effect change and behaviours in boardrooms and workplaces.

5.2 Initiative: Continue to develop campaigns that will speak to new and vulnerable employees and youth as groups at high risk .

5.3 Initiative: Create a corporate branding strategy that builds an aligned communication strategy for all system partners.



*service
excellence*

The **Second**
Fundamental

Service Excellence

FIVE YEAR STRATEGIC DIRECTION:

The WSIB will develop the programs, tools and partnerships that encourage and support workplaces and communities. We will foster the development and implementation of early, safe, and sustainable return to work, effective health recovery programs and services, and fair and timely compensation. Our commitment to Service Excellence is demonstrated by providing customer-focused, well-coordinated and accessible service that responds to the needs and expectations of all Ontarians.

1. Case Management Approach to Service Delivery

The WSIB will take a coordinated and aligned approach to delivering services to injured workers and employers that focuses on achieving the best results for Ontario workplaces.

1.1 Initiative: Implement a case management approach to delivering services for injured workers and employers that will align and coordinate service efforts and focus on outcomes and results.

1.2 Initiative: Introduce a service delivery model with newly defined roles and processes that are designed to more effectively support integrated case management across a range of programs and services.

1.3 Initiative: Develop and implement claims management and eService functionality in support of improved case management and enhanced customer service access and options. This will expand customer service and ensure front-line staff have the information they need when they need it.

1.4 Initiative: Respond to the changing needs and expectations of Ontario workplaces through multi-lingual outreach strategies, eServices/eChannel, form simplification and a vulnerable worker strategy.

1.5 Initiative: Develop and implement comprehensive service standards, including clearly defined roles and performance measures, that establish accountability for the delivery and management of our services and enhance the overall customer service experience.

2. Return to Work (RTW)

The WSIB will develop programs, tools and partnerships that encourage and support workplaces and communities to realize early, safe, and sustainable return to work that improves the quality of life for workers and workplaces.

2.1 Initiative: Continue to develop and expand a comprehensive, integrated suite of program tools and levers that can be used to assist employers, workers and physicians to implement and support effective return to work programs and practices.

2.2 Initiative: Develop and refine the capacity to identify workplaces requiring disability management program development or improvement, and support them through the delivery of effective program tools and services.

2.3 Initiative: Continue to explore alliances and partnerships with external research associations, institutions and professionals to identify and analyze evidence-based best practices for RTW and Labour Market Re-entry (LMR) programs and services.

3. Health Care Solutions

The WSIB will move from being a passive payer to becoming an active purchaser of evidence-based health care services to ensure injured workers achieve optimal outcomes within a financially sustainable system.

3.1 Initiative: Embed an outcomes-based and results-focused continuous improvement approach as an integral part of the management of our health care program. Supported by robust performance measures and management information systems, the WSIB will review, evaluate and continuously improve its health care programs and services.

3.2 Initiative: Working with health care providers, the WSIB will develop Demonstration Projects to test techniques and tools that are effective in improving health recovery and return to work outcomes while enhancing the effectiveness and efficiency of health care programming.

3.3 Initiative: The WSIB will continue to explore, with the assistance of external health care experts, proven approaches and opportunities to more actively manage and deliver its health care program.

4. Occupational Disease (OD) Services

The WSIB will continue to enhance timely and responsive OD services and processes – founded on evidence-based, leading edge research – that recognize and respond to the complex needs of workers and their families.

4.1 Initiative: A multi-faceted approach will be followed to enhance timely and high quality decision making. The WSIB will enhance early case planning, ensure integrated approaches to information gathering and improve support for adjudication.

4.2 Initiative: The WSIB will establish OD communication strategies to enhance early contact and improve the consistency and ongoing frequency of customized communication that reflects the needs and issues of the workers, their families and employers.

4.3 Initiative: The WSIB will partner with research institutes and funding agencies to improve and expand research into the prevention, causes and treatment of occupational cancer.

4.4 Initiative: We will improve our information management and reporting processes to enhance accountability.

4.5 Initiative: We will continue to develop OD policies and provide scientific advice based on high quality research evidence to support timely and consistent decision making.



financial
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The **Third** Fundamental **Financial Sustainability**

FIVE YEAR STRATEGIC DIRECTION:

Ontario's workplace safety and insurance system will be financially sustainable. The WSIB will continue to strive for business excellence by making sound business decisions to improve our efficiency and to strengthen our financial stewardship for the future without compromising on service delivery.

1. Sound and Sustainable Funding

The WSIB's funding framework will maintain a disciplined approach to managing the risks and uncertainties that may result from financial pressures on the system.

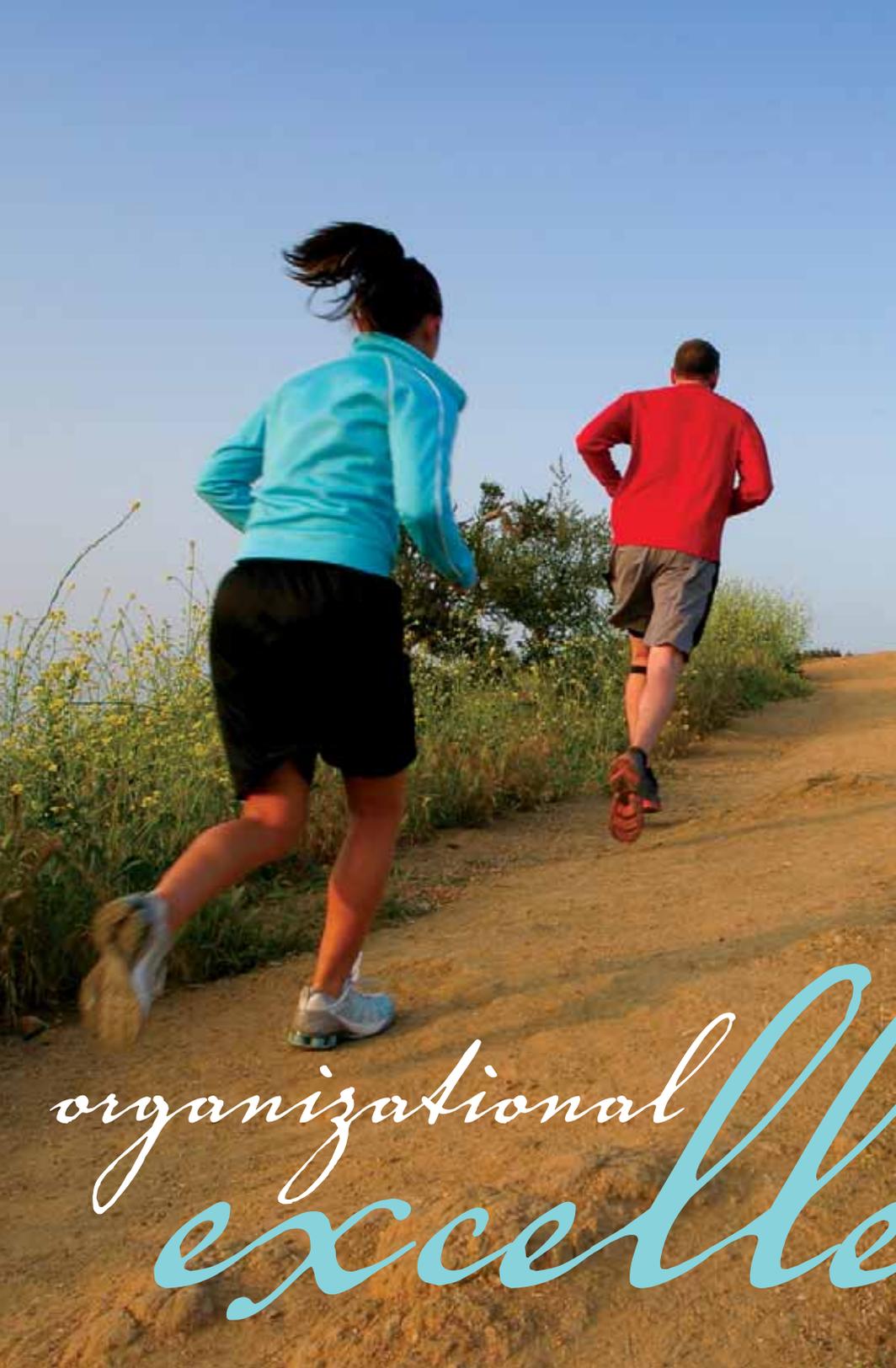
1.1 Initiative: Complete regular reviews of our funding strategy as scheduled and adjust where appropriate to ensure a sound, sustainable funding approach is in place for the long-term.

1.2 Initiative: Use current best practice to develop an Investment Vision Portfolio, and implement the resulting asset strategies to ensure long-term optimization of our investment return and asset portfolio.

1.3 Initiative: Continue to broaden and embed effective management practices to ensure sound financial stewardship and organizational effectiveness, and to support management and staff in their work.

1.4 Initiative: Continue to identify and improve programs and practices across the organization – maximizing efficiency and enhancing cost-effectiveness in the delivery of better outcomes.





*organizational
excellence*

The **Fourth** Fundamental **Organizational Excellence**

FIVE YEAR STRATEGIC DIRECTION:

For the public and our employees, the WSIB will be synonymous with excellence and accountability. The WSIB will provide a healthy and safe workplace for our employees that will serve as a model for other workplaces. We will continuously develop and support our employees, and provide the processes, tools and technology that enable them to deliver the services, and achieve the outcomes, that will accelerate Ontario's progress on *The Road to Zero*.

1. To be a Model Healthy and Safe Workplace

The WSIB will create a healthy and safe environment in which staff feel valued and respected.

1.1 Initiative: Continue to pursue Level 3 National Quality Institute (NQI) Healthy and Safe Workplace Certification.

1.2 Initiative: Continue to develop and mature the internal WSIB "Our Work Safe Program" to manage our internal wellness and disability practices.

1.3 Initiative: Adopt a workforce strategy that will ensure we support and develop our current staff for the future, while recruiting and retaining new employees to bring their skills, talents and perspectives to the WSIB.

1.4 Initiative: Continue to develop a work environment that supports staff in realizing a healthy work/life balance through such programs as flex time, supporting volunteerism both within WSIB sponsored programs and outside of work, and wellness programs and training.

1.5 Initiative: Create a healthy and safe workplace in which the only acceptable number is zero injuries and illnesses.

2. Staff Development

The WSIB will support and sustain the ongoing growth and development of staff, providing them with the training and opportunities to continuously learn and develop. In this way WSIB will encourage staff to grow as leaders, enhance job satisfaction and support staff's contribution to the organization and its mission.

2.1 Initiative: Support and develop leadership in our management team by expanding and enhancing our new manager and experienced manager programs and building on the success of the annual Value of Leadership Conference. The WSIB will also implement an internal coaching program to support the growth of our current and future leaders.

2.2 Initiative: Ensure all staff receive and have access to the training and learning they require to excel. In support of this goal, the WSIB will expand and enhance its eLearning programs and courses.

3. Effective Change Management

The WSIB will engage and support staff as our business evolves along *The Road to Zero*. We will continue to develop our current staff and focus our recruitment in priority areas to further improve our services, and to support and align our increased focus on return to work and prevention.

3.1 Initiative: Develop and implement a comprehensive change management strategy to support staff through the transformation of the organization on *The Road to Zero*.

4. Demonstrated Quality

The WSIB will continually evaluate program design and service delivery standards across the organization to ensure efficient, effective, integrated and aligned programs and services that meet the needs and expectations of the workers and employers of Ontario.

4.1 Initiative: Explore adoption of a formal continuous improvement and quality model that will support a rigorous approach to the benchmarking, evaluation and improvement of our programs and services.

4.2 Initiative: Develop and implement robust and effective frameworks for the capture, collection, presentation and ongoing management of operational and performance information and data. This will allow us to better understand, analyze and report on our outcomes and progress.

Five Year Outcomes

Since the introduction of *The Road Ahead*, the WSIB has been monitoring its progress – and measuring its successes – against specific indicators in relation to each of its Business Fundamentals.

HEALTH AND SAFETY

Progress continues to be made in reducing the rate of lost-time injuries in Ontario. The harmonized lost-time injury rate fell from 2.6 injuries for every 100 workers in 1999 to 1.9 injuries in 2006. However, the number of traumatic fatalities rose from 84 in 2005 to 101 in 2006. This increase in fatalities reversed declining numbers achieved in 2004 and 2005.

This shows that, while our efforts and the efforts of our partners and stakeholders have met with some success, there is still a lot more work to be done. With the continued support of our partners and stakeholders, we must make significant improvements in reducing workplace fatalities, injuries and illnesses over the next five years.

The initiatives outlined in this plan are designed to accelerate Ontario on the road to zero. With our social marketing campaigns and related initiatives, we will make significant progress in bringing all Ontarians to the realization that *there really are no accidents*. By 2012, we aim to reduce the lost-time injury rate and the number of traumatic fatalities by 35 per cent from 2007 levels.

SERVICE EXCELLENCE

The WSIB will continue to improve health recovery outcomes, deliver fair and timely compensation, and reduce time off work for injured workers. We remain committed to supporting workers who have suffered a workplace injury or illness in their efforts to achieve early, safe, and sustainable return to work.

Our success will be demonstrated by reductions in persistency rates (i.e., the time it takes for injured workers to recover and get back to work) which we measure by looking at short-, medium-, and long-term claim duration. Between 2007 and 2012, we aim to reduce the number of injured workers still on benefits after three months to 13 per cent; after 6

months to 8 per cent; after two years to 4.5 per cent; after 4 years to 3.6 per cent; and after six years to 2.8 per cent.

Through service excellence, we can continue to improve customer satisfaction rates. We aim to increase the percentage of injured workers satisfied with our services from 70 per cent in 2006 to 75 per cent in 2012; and the percentage of employers satisfied with our services from 82 per cent in 2006 to 87 per cent in 2012.

FINANCIAL SUSTAINABILITY

In 2005, the WSIB developed a comprehensive funding framework that has allowed us to bring stability and predictability to the average premium rate in recent years while still making progress towards elimination of the Unfunded Liability. The WSIB remains committed to a planned and disciplined approach to eliminating the Unfunded Liability and achieving full funding by 2014.

The WSIB's funding framework is reviewed every three years, with the next review to be undertaken in 2008. By 2012, we will have made significant progress in reducing the Unfunded Liability and be well positioned to achieve our goal of full funding.

ORGANIZATIONAL EXCELLENCE

The WSIB is firmly committed to its vision of the elimination of all workplace fatalities, injuries and illnesses. We aim to demonstrate our belief by significantly reducing injuries and illnesses in our own workplaces. By 2012, we aim to reduce our internal lost-time injury rate to 0.23 injuries for every 100 employees, reaching zero in 2014.

On the road to zero injuries and illnesses, we will continue to build a model healthy and safe WSIB workplace that respects and values staff. Over the next five years, we aim to demonstrate our progress by achieving a positive score on the Health Canada Workplace Health and Safety Wellness Survey – indicating an organizational culture supportive of its business objectives.



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The Road to Zero

A VISION OF SUCCESS

When our Vision, the elimination of all fatalities, injuries and illnesses, becomes a reality, everyone will agree that unsafe workplaces and work practices are completely unacceptable in our society – because all Ontarians will share in the belief that every workplace fatality, injury, and illness is preventable. This shared belief will reinforce cooperation and collaboration among traditional and non-traditional health and safety partners.

In an **integrated health and safety system**, every person will do his or her part to maintain zero workplace fatalities, injuries, and illnesses. Improved quality of life in the workplace and improved economic competitiveness will be the biggest benefits of our vigilance.

For employers, an **ongoing investment in prevention** will pay dividends in the form of increased productivity and a motivated workforce. For workers, it will mean the certain knowledge that they will return home healthy and safe to their loved ones at the end of every working day.

Ontario's families will be assured of **a future that is free of workplace fatalities, injuries, and illnesses**; and the workplace safety and insurance system will continue to treat

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people with fairness, dignity and respect. Ontario will be world-renowned as a destination for the best and the brightest – and as a model for what can be achieved through persistent dedication to a shared vision.

This Five Year Strategic Plan outlines the directions and initiatives required to achieve our Vision. We call on all Ontarians to support us and work with us as we endeavour to make our Vision a reality. *It is only by working together that we can reach the end of our *Road to Zero*.*



Five Year Strategic Plan 2008 – 2012



Workplace Safety &
Insurance Board
Commission de la sécurité
professionnelle et de l'assurance
contre les accidents du travail